

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded By U.S. Agency for International Development

**Qualitative and Quantitative Assessment
of
BPWA Amman Members Needs**

Final Report

**Deliverable for BMI Component, Task No. 233.4
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This report was prepared by Ramez S. Habash & edited by Kamel Nabulsi, in collaboration with Chemonics International Inc., prime contractor, to the U.S. Agency for International Development for the AMIR Program in Jordan.

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- BMI Component Leader, *Ibrahim Osta*
- BMI Business Management Specialist, *Stacey Revell*

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Executive Summary

The AMIR Program commissioned Ramez S. Habash to research, write, conduct and analyze a quantitative and qualitative assessment of current BPWA-Amman members' needs in order to obtain feedback on the program redirection and to identify and prioritize the programs and services, which they perceive as highly beneficial.

Several methodologies were used in order to obtain data, including a questionnaire, in-depth interviews, a focus group discussion and reading existing materials and reports.

The study sample was based on members of the association. Sixty-five members completed a questionnaire, which was developed by another AMIR consultant, Kamel Nabulsi. Additional data was collected through the Executive Director, Ms. Shireen Nasser, three board members and nine members of the association.

This survey revealed the following:

- There is a need to develop programs that are aimed to increase participants' awareness of their role in the Association, Business, and profession.
- 45% of participants clearly stated that they joined the Association for social reasons (communication and contact with other women in business, cooperation and team work, social interaction and building relationships, social activities, sharing experiences). The second reason was to benefit from the programs, services, training courses, and projects organized by the Association (32%).
- 42% of participants benefited socially through connecting with other women, building relationships, and networking. Also, 38% of participants benefited from training seminars, conferences, lectures, and exhibitions. These findings are harmonious with the reasons listed for joining the Association and expectations of services offered by Association.
- 46% of participants expressed dissatisfaction concerning services provided by the Association. 58% of participants provided suggestions that would help in developing services.

Following are a number of recommendations according to the results of the study:

- Present the results of the questionnaire to the shareholders;
- There is a need to develop programs that are aimed to increase participants' awareness of their role in the Association, Business, and profession;

- Provide new members with orientation training that includes: background information about association, objective and mission, policies, future plans, expected roles and responsibilities of a member, and background information about Jordan's economy in general;
- It is highly recommended to develop a multiple-choice questionnaire that is easy to use, and can be used on regular basis to evaluate the work of the Association;
- Build a member database that can be easily accessible for all members of the Association.

Background

The Business and Professional Women – Amman (BPWA) is a voluntary business association, established in 1976. It is directed by an active committee of nine members who are elected every three years. The BPWA is currently running three main projects: the Legal Consultative Services Office (LCSO), information and Documentation Center (IDC) and Women Enterprise Center (WEC). Each of these centers has its own mission and objectives, which are not consistent with the ultimate purpose of a business and professional women's association. The overall mission, "to provide, create, support, enhance, and foster a constructive dialogue or action that ensures and empowers women participation in all social, cultural, legal, business and economic development in Jordan through education, advocacy, networking, training and professional support", reflects the fact that the BPWA is wrongly targeting all women in general, not just business and professional women. The BPWA acknowledges the urgency to redefine its focus, mission and objectives and reorganize its programs and services accordingly.

Another pressing issue is the financial troubles that the association is experiencing. The BPWA needs to significantly change their dues structure and introduce new and diversified membership categories focused on individuals as well as organizations. One of the challenges the BPWA faces is the fact that it is registered under the Ministry of Social Development, resulting in limited flexibility to raise membership dues. Therefore in addition to changing the focus and implementing a new strategic and work plan, it is essential for the BPWA to change its official registry to either the Ministry of Industry and Trade or Ministry of Interior, as an important step towards achieving operational and financial sustainability.

The BPWA is undergoing a renewal process in order to become a self-sustainable business association focused on increasing the participation of women in the Jordanian economy. They have requested assistance from AMIR in transforming the association into a successful and vibrant business association supported by increased membership recruitment and revenues. The first phase of this consultancy has been completed by Lenore Weimer, who attempted to achieve Board buy-in of the proposed changes to the focus and strategic plan of the association. Lenore also gained useful feedback on current and desired BPWA programs and services through a focus group with the Board, members and potential members. Although this feedback has provided useful insight, it must be followed-up and supported by a quantitative member needs assessment study. The results of this study will provide the necessary information on which to guide the reorganization and modification of the current strategic and work plan, in accordance with the identified needs of the members. It will also enable the BPWA-Amman to significantly change their dues structure and introduce new services.

Objectives and Methodology of Survey

Objectives:

- To Identify and document the needs of BPWA members for new services and products.
- To gain an understanding of the awareness of needs for new services amongst members of BPWA.
- To establish which needs are of special priority for members.
- To develop recommendations for meeting the needs of members based on the findings.
- To develop information database on the needs of members that will be used as a programming guide for strategies pursued by BPWA Amman.

The results of this study will provide the necessary information on BPWA-Amman members' needs in order to obtain feedback on the program redirection and to identify and prioritize the programs and services, which they perceive as highly beneficial. This information will be used to guide the reorganization and modification of the current strategic and work plan, in accordance with the identified needs of the members.

The following series of steps were taken in order to achieve the objective of this study:

Methodology

Three different methods were selected, which best suited the group, as well as the achievement of the objectives, they are:

⇒ *Qualitative research:*

- In-depth interviews (with executive director and members of BPWA Amman)
- Focus group discussion (with members of BPWA Amman)

⇒ *Quantitative research:*

- Distributing and applying questionnaire (Attachment # 1)

Study Sample

⇒ *Qualitative research:* Interviews were conducted with Ms. Shireen Nasser, BPWA Executive Director; in addition to eight randomly selected members of BPW Amman. In addition, one focus group was conducted with four randomly selected members of BPW Amman.

⇒ *Quantitative Research*: Distributed to 69 members, 65 members completed the questionnaire.

The content of the interviews and focus group consisted of an introduction to the study and its objective, open-ended questions and discussion, based on the objectives. For this purpose a discussion guide was developed derived from the needs of members for new services (Attachment # 2); which was also used in grouping and analyzing results of survey.

Grouping and analyzing results

An analysis has been made of the questionnaire data in addition to the interviews and focus group results in order to identify and highlight new services that BPWA Amman can provide to meet the needs of members in the Association.

The results are arranged and analyzed under two main categories, Quantitative and Qualitative results.

Quantitative results

Sixty-five members of BPWA Amman completed the quantitative questionnaire. Data has been analyzed according the following categories:

A. Sample information:

1. Profession

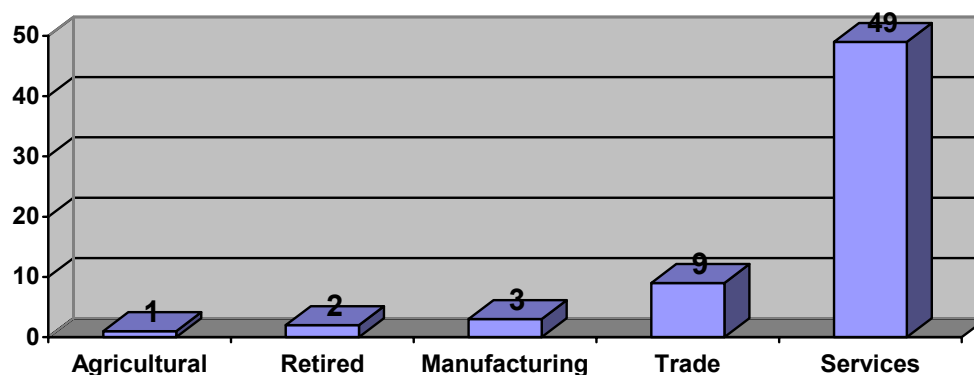
The study involved 65 women from various professions and backgrounds.

No of People	Profession	Type of Business	Notes
1	Civil Engineer	Services	Owens and runs business
2	Interior Design	Services	Own and run businesses
2	Writer and Journalist	Services	Freelancers
2	Architect	Services	Employees
3	Doctor	Services	1 is an employee and 2 own practices
4	Teacher	Services	Employees
6	Lawyer	Services	4 own and run offices and 2 are employees
8	Consultancy and Training Provider	Services	5 run own businesses and 3 are employees
1	Jewelry Designer	Manufacturing	Owens a business
1	House Wife	Retailing	Owens a business
1	Retired School Principal	N/A	N/A
4	Pharmacist	Retailing	1 is an employee and 3 own pharmacies
1	Agricultural Engineer	Agriculture	Employee
1	Retired Nurse	N/A	N/A
16	Manager	8 industrial, and 8 services	Own businesses
1	N/A	N/A	N/A

2. Main Business Sector

- 1 participant did not respond.
- 1 participant is an employee in the agricultural sector.
- 2 participants are retired; both were in services sector.

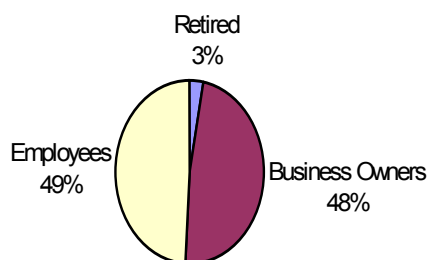
- 3 participants own businesses in the commercial sector.
- 9 participants own businesses in the industrial sector.
- 49 participants own businesses in the services sector.

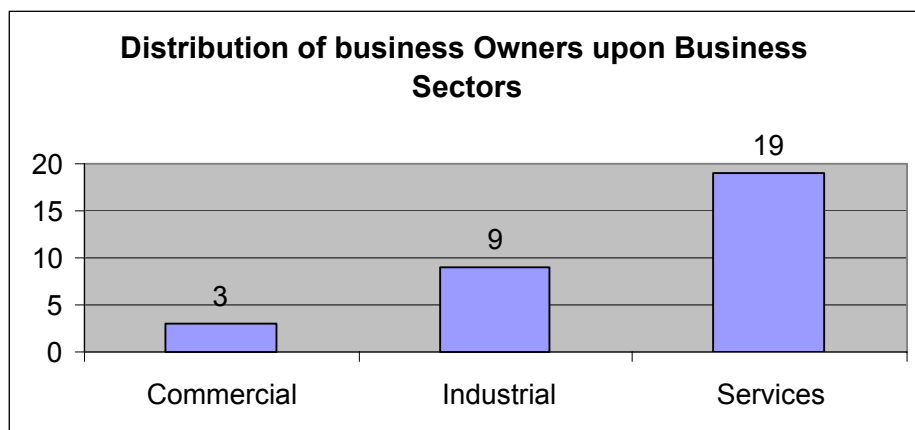


Note: Only thirteen members out of ninety-six could successfully identify their sector. This is an indicator of a real need, that was not mentioned and that can be addressed by conducting training workshop on sector awareness as a part of increasing awareness of women' role in business and profession.

3. Business Owners

- 1 participant did not respond.
- 2 were retired.
- 31 were business owners, 9 of whom were in the industrial sector, 3 were in the commercial sector, 19 were in the services sector.
- 32 were employees.





4. Years of membership

Years Of Membership	No. Of Participants	Percentage
26	2	3.08
25	1	1.54
24	1	1.54
21	2	3.08
18	1	1.54
17	2	3.08
15	2	3.08
13	1	1.54
12	2	3.08
9	1	1.54
8	3	4.62
7	1	1.54
6	4	6.15
5	3	4.62
4	2	3.08
3	10	15.38
2	5	7.69
1	7	10.76
New members	8	12.3
No response	4	6.15
Total	65	100

The “mean” of participants’ years of membership is 6.62.

B. Reasons for Joining the Association

The participants gave the following reasons for joining the Association:

No of Answers	Response
3	No response
29	Communication and contact with other women in business, cooperation and team work, social interaction and building relationships, social activities, sharing experiences
21	Benefiting from the programs, services, training courses, and projects organized by the Association
19	Assisting working women, developing the business sector, assisting in the formulation of laws and regulation in favor of women, gender equality, communicating ideas and problems to the people in charge, and lobbying
8	Involvement in the business sector
6	Improve their skills and abilities
5	To start their own business, develop their business (marketing)
4	Business development
4	Believing in the Association's goals and activities
2	Filling the spare time
2	Were invited
1	The Association's reputation
1	Voluntary work
1	Desire to develop the Association

- 5 of the 6 lawyers pointed out that they expected the Association to contribute to the development of working women, to improve the business sector, to assist in the formulation of laws and regulation in favor of women, to contribute to gender equality, and lobby for women.
- 15 of 31 of the business owners stressed the importance of communication and contact with other women in the business sector.
- 5 of 9 of the business owners in the industry sector stressed the importance of staying in connection.
- 2 of the employees stated that the reason for joining the Association was filling their spare time.
- 7 of 8 people who own their businesses said that the reason for joining the Association was the sense of belonging and being connected to the business sector.

C. Expected Services

The participants listed a number of services they expected the Association to provide to its members.

No of Answers	Response
8	No response
1	Nothing
3	New members
26	Communication and connection, networking, exchanging experiences, friendship, cooperation, team spirit, social activities
26	Training seminars, conferences, lectures, workshops, services, information and consultancy
8	Legal, financial, vocational, and cultural advice, services, and information
5	Improving competence
4	Supporting business owners
4	Self-development to strengthen their role in the local economy
4	Assistance in marketing, promotion, and advertising
4	How to start small businesses
3	Supporting women's cause and rights (lobbying)
2	Participating in voluntary work
1	Facilitating communication with government departments
1	Discounts on training seminar fees
1	Assistance in employment

- 12 of the 65 participants gave unrelated answers.
- 16 of the 65 participants stressed that their reason for joining was to benefit from the computer training courses, participate in local and international exhibitions and conferences, organize lectures and seminars in several areas (art, administration and economics, public relations, Association and culture, vocations, law, modern technology and the internet, illiteracy, environment).

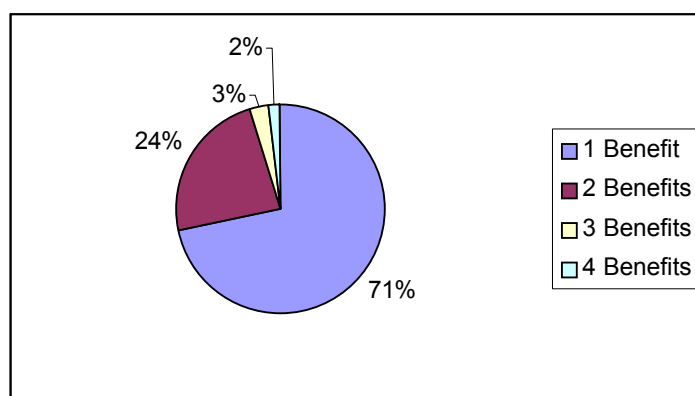
D. Actual Services Received

1. The actual services the participants received from the Association were as follows:

No of Answers	Response
6	No response
4	Nothing
3	New members, 2 of whom mentioned that the benefit so far was getting to know other members
2	Do not know, but one expected to get a job
1	Not a lot
27	Connecting with other women, building relationships, and networking
25	Training seminars, conferences, lectures, and exhibitions
8	Gaining knowledge and acquiring skills
4	Benefiting from the information and evaluation center
3	Providing consultancy and awareness lectures
1	Computer, fax, secretary and assistance with marketing
1	Getting personal and vocational support
1	Caring
1	Strengthening their companies
1	Learning about women issues
1	Finding a job

Note: Most women participated in some activities the BPWA conducted, such as training workshops, seminars and meetings. Just very few mentioned that they benefit of other services that the center provides, such as IT services, networking and the incubator.

2. Number of participants and number of benefits they received from the Association:



No of Participants Out of 65	Response
2	Did not mention any benefit
45	Mentioned 1 benefit
15	Mentioned 2 benefits
2	Mentioned 3 benefits
1	Mentioned 4 benefits

3. Below is a comparison between the expected services and those actually offered:

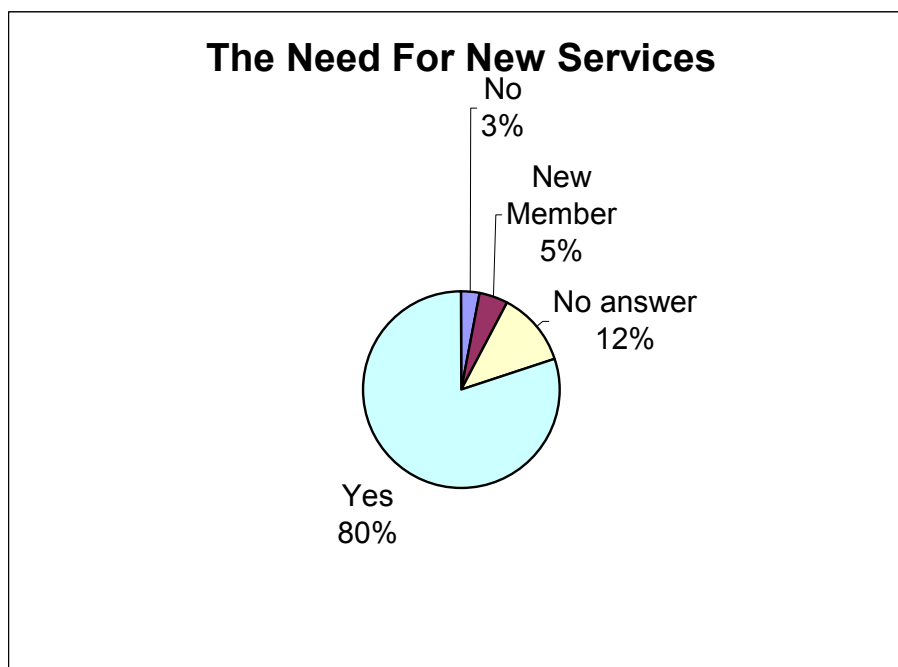
Response	Expectation	Actual
No response	6	8
Nothing	1	4
New member	3	3
Communication, etc.	26	27
Training, etc.	26	25
Consultancy	8	3
Assistance in marketing	1	4
Assistance in providing services	2	-
Facilitating communication with government departments	1	-
Discounts on training seminar fees	1	-
Assistance in employment	1	-
Self-development	4	-
How to start a small business	5	4
Supporting women rights	3	2
Acquiring information and skills	-	8
Using the computer, fax, and secretary	-	1
Caring	-	1
Strengthening own companies	-	1

E. Suggested Services

Some of the participants suggested offering a number of services as follows:

Answers of Participants	Response
13	Holding educational training seminars in various fields
9	Constituting a link amongst women, delivering lectures to introduce the participants and their work, and following the work of Arab women in other countries
8	Supporting working women issues and educating them
6	Participating more in charity, voluntary and social work.
5	Holding annual local and international exhibitions and bazaars to display the production of business women
4	Developing the business environment
3	Involving the shareholders in the external activities that come as invitations from other organizations
2	Member support for each other
2	Providing money-generating services
2	Expanding the Association so more people would benefit
2	Expanding and developing the services offered
2	Appointing a recruitment officer
1	Providing a computer and a nursery
1	Preparing an annual plan that sets the objectives and methods to achieve them
1	Researching
1	Supporting, increasing and promoting the members' projects
1	Strengthening membership
1	Meetings on family and children education matters
1	Meetings on health matters
1	Establishing a committee to study new services that the Association can offer
1	Supporting and embracing certain conferences

- 52 of 65 participants answered that there are new services BPWA can provide to members, while 2 participants think that there are no new services.
- 21 participants gave no response of any new service, 3 of them mentioned that they are new members.



F. Reasons for Satisfaction with the Services

The participants gave the following reasons for their satisfaction with the services the Association offers:

Answers of Participants	Response
9	Providing unique services, offering services and training to interested members, good quality services, awareness in laws and regulations, embracing small businesses, giving specialized lectures.
4	Giving opportunities to meet others and communicate with them
4	Renewing the Board of Directors, good administration and organization by the Director and members
2	Contacting members constantly to inform them about the Association's activities
2	Introducing new activities constantly
2	Renewing the Board of Directors
2	Cooperating with the members and treating them well
1	Aiming to improve the status of women in the Association
1	Accepting all women
1	Benefiting from the computer

- 8 participants expressed their general satisfaction with the services offered.

- 27 participants mentioned the reasons for their satisfaction with the services offered.
- 11 participants mentioned 1 reason for their satisfaction with the services offered.
- 7 participants mentioned 2 reasons for their satisfaction with the services offered.
- 1 participant gave 3 reasons for her satisfaction with the services offered.

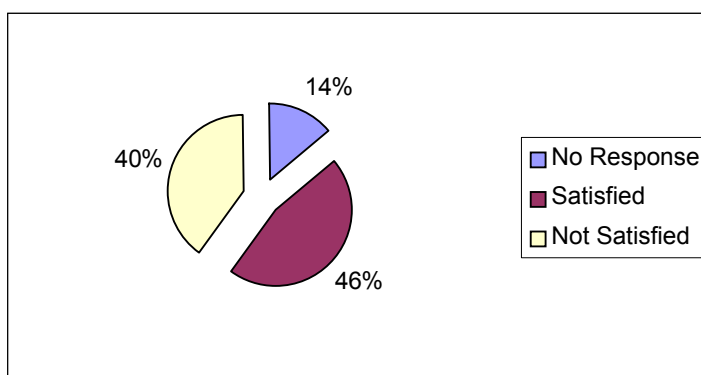
G. Reasons for Dissatisfaction with the Services

The participants gave the following reasons for their dissatisfaction with the services the Association offers:

No of Answers	Response
12	The Association's inability to offer more services and activities
4	No consultation regarding women issues.
4	Communication is insufficient and social activities are few
3	Not benefiting fully from the experiences available
3	Services are unreachable for some women, especially those who cannot get a lawyer or marketing consultant, the Association does not hold meetings outside the capital, the absence of branches in other areas where the Association's services are needed
3	Information about the Association's activities does not reach all members
3	Members do not know much about each other, especially those with private businesses
2	Holding meetings at inconvenient times (clashing with working hours)
2	Inequality among the members as far as training abroad is concerned, and limiting some activities to some members
2	The shareholders are not involved in the Association's activities
2	The absence of a periodical publication about the activities of the Association
1	The annual membership fee is high
1	No sense of support
1	Members should be more involved in the Association's activities
1	The absence of a work program that members can follow and benefit from
1	Not benefiting from foreign expertise in this field

- 31 participants mentioned reasons for their dissatisfaction with the services offered.
- 19 participants mentioned 1 reason for their dissatisfaction with the services offered.
- 12 participants mentioned 2 reasons for their dissatisfaction with the services offered.

Below is a comparison between the number of satisfied participants and dissatisfied with services provided by the association:



H. Paying For Services

No of Answers out of 65	Response
33	Yes
19	No
5	Yes and no
4	No answer at all

31 participants responded with yes or no under conditions, their responses came as follows:

No. Answers	Response
9	Depending on the type of service
8	A competitive, nominal, or reasonable price
4	The member fee should cover the services, training seminars and lectures
3	Depending on the cost (if affordable)
3	The present economic situation makes them unaffordable
2	Legal advice should be offered for free or for a nominal charge
2	All services should be free
1	Depending on the budget
1	A reasonable solution where no losses or profits are made
1	At cost price with no profit for the Association
1	It aims at supporting and developing the work of business women
1	Yes if the Association can cover its expenses, and no if it cannot
1	Depending on the need for it
1	The lectures that require a fee for lecturer and the training

	seminars that require material or tools to be bought
1	Free to encourage others to join as members
1	Working to develop the community
1	Developing the concepts of cooperation and solidarity

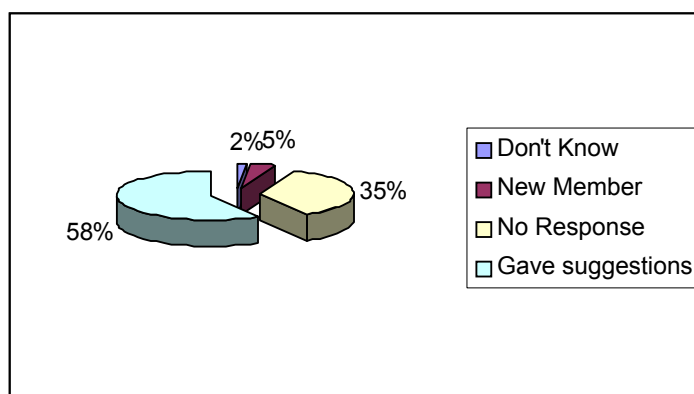
I. New Services

30 participants did not respond to the question about the services they would be willing to pay for if introduced, while the other 35 gave the following responses:

No of Answers	Response
24	Workshops, lectures, exhibitions, training seminars (topics could include interior design, handicrafts, computer, accounting, internet, marketing, English language, and preparing a feasibility study)
6	Social work, trips inside Jordan, visiting and helping poor families and orphans, donating money to needy people and to the schools of the handicapped
4	Social activities, trips, and parties for members
3	Computer and nursery
3	Legal advice regarding business
2	Legal advice for the members' own businesses
2	Fund raising events to support the Association
2	Enforcing the role of the Association on every level, and expanding its activities in training young people on useful jobs
2	Legal advice for businesses
2	Assisting in finding employment
1	Pension scheme
1	Health club
1	Communicating with other business people locally or abroad
1	Functioning as a mediator and supporter for working women, both professionally and economically
1	Supporting the less fortunate women to get education and work
1	Improving the work of the Association's employees and its projects as listed on its agenda
1	Marketing
1	Economic feasibility

J. Suggestions for Improving the Association's Services

27 participants did not provide any suggestions for improving the services offered by the Association. 23 of them did not respond to the question, 3 were new members, and one responded saying she could not think of any suggestions.



Following are the suggestions for the association to improve services:

No. of Answers	Response
11	Increasing periodical meetings
4	Maintaining contact with the members
4	Holding lectures
3	Increasing social activities and trips
3	Strengthening the role of committees and organizing more committees with different goals
2	Coordinating with organizations and societies with similar goals.
2	Diversity in the services offered
2	Evaluating the services constantly
2	Involving different members in different committees covering all fields
1	Improving coordination with the general committee
1	Holding meetings at times that are convenient for the members
1	Offering consultancy services on legal and marketing matters
1	Studying the services offered by different women organizations and offering new creative services
1	Improving the quality of services to ensure satisfaction and value for time and money
1	Creativity in delivering the services
1	Expanding the activities of the Association to cover the governates, and using Aqaba Special Zone to make productive and profitable projects
1	Offering competitive services to attract more people
1	Learning about the members' needs and satisfying them
1	Direct communication with the Association
1	Communicating with women organizations locally and internationally
	Making joint projects with other Arab and international institutions
1	Establishing a committee to offer business services (translation,

	feasibility studies, legal advice, etc.)
1	Supporting women in contacting government departments
1	Supporting the members if they face legal or economic problems
1	Playing an effective role in communicating the members' needs to the decision makers
1	Increasing the number of members
1	Promoting the Association, its activities, and its role in assisting women in the media
1	Marketing the Association
1	Distributing a list with the members' addresses
1	Cooperation
1	A more active role for the members by performing work related to their specialization
1	Adopting an institutional management performance
1	Highlighting the competence of Jordanian women in the parliament and government

K. The Role of the Association

The participants suggested different roles for the Association as follows:

No of Answers	Response
27	No response
1	So many that cannot be all listed
1	Does not know
1	New member
10	Educating women about their role in the Association and developing that role
5	Supporting women morally, socially and economically
5	Participating in important activities in Jordan, especially conferences dealing with women issues, and representing women in those events
5	Assisting women in developing their businesses, supporting their suggested projects financially, and offering loans at low interest rates
3	Protecting working women's rights and representing them legally
3	Starting income – generating projects and using Aqaba Special Zone to make productive and profitable projects
2	Educating women about their rights, especially the economic ones
2	Conducting needs assessment through committees and organizing activities to meet those needs
2	Conducting studies about business women in Jordan
2	Expanding the Association's activities to the governates and visiting them regularly
1	Community service especially in poor areas

1	Investing in a project that provides social services to the elderly, handicapped and orphans, and that employs women labor
1	Establishing cultural centers that provide technical training to women who wish to improve their productivity
1	Suggesting the establishment of small businesses by groups of women
1	Forming a distinguished business community for women
1	Facilitate communication with government departments
1	Lobbying with decision-makers
1	Performing as a mediator between the members and international business organizations
1	Promote the Association's role in community service, both locally and internationally
1	Linking the members with the local and international markets
1	Establishing strong ties among the members
1	Exchanging experience among members and the Association
1	Providing free consultancy services
1	Organizing lectures regularly
1	Appointing qualified women, especially at the Woman Business Center
1	Improving the competence of the members in some areas
1	Benefiting from the services or experiences the members can offer to the Association

Qualitative results

Unlike quantitative research, qualitative research employs small sample sizes. Its findings are therefore indicative rather than conclusive.

Twelve members of BPWA Amman participated in this study. Data has been analyzed according the following categories:

A. In-Depth Interviews

The eight members had the following opinions on the design of the questionnaire:

Questionnaire:

- Another questionnaire could be issued to members taking into consideration that each businesses category (sector) has different needs.
- Questionnaires could include more questions of detailed nature.
- Questionnaire can be used on regular basis to evaluate the work of the Association.
- A multiple-choice questionnaire would have been easier to fill out.
- It is preferred to send the questionnaire earlier -by fax- so the members would have more time to think about it.
- Presenting the results of the questionnaire to the shareholders.
- A larger font would have been easier to read.
- There were some distractions during filling the questionnaire
- Some questions were similar and the objective of the questionnaire was not clear
- The time to complete the questionnaire was insufficient

Suggestions:

- Women can be supported through practical training.
- They pointed out the importance of networking.
- New services should be introduced -- especially money-generating ones.
- Developing the business center that offers computer services, translation, fax, feasibility studies, that it can be used by non-members and both sexes
- They also suggested starting a recruitment center.
- The Association should support certain women who wish to run for the elections, and provide education programs about their role in the elections.
- Provide news to the members of the Association on a regular basis.
- Some members are willing to provide the Association with their experiences through delivering training and consultation to other members; some stated that the Association could benefit from the experiences of its members.
- The Association should offer services aimed to educate women in all areas, especially in starting a business, conducting a feasibility study, legal rights, and the elections.
- The Association should have a stronger presence and diversity in its activities.
- One participant suggested developing a strategic plan outlining the Association's objectives and priorities.
- The member fees should be nominal.

Dissatisfaction:

- Incompetence of the existing staff
- Lack of follow up after workshops
- Members lacked commitment and consistency
- The members were not aware of the services offered by Association
- Certain seminars were repeated several times -like accounting- and did not interest them
- One mentioned that the training offered was either intermediate or too simple

New services:

- E-mail address for each and every member
- Business directory
- Develop a web-site for the Association
- Develop a library that all members can easily access
- There will be an activity called “Review of the month”, where one member will be interviewed and her experiences will be distributed to all members.
- Feasibility study
- Effective negotiation training
- The Association could introduce similar success stories from women societies in Syria and Lebanon and gain experience from key speakers
- Marketing through the Association
- Management training
- Networking with government
- Communication in business training
- Promotion for all members, it can be done through establishing a directory for all members that has all kind of information and work they do.
- A health club the members could subscribe to for a monthly fee
- Having a cafeteria
- Lectures to young women about marriage, health

B. Focus Group Discussion***Questionnaire:***

- The time to fill into the questionnaire was insufficient.
- It should have included an introduction about the study and AMIR program.
- The occasion is not suitable to fill in the questionnaire
- There were repetitions -in questions

Reasons for joining the Association:

There are different reasons why women join the Association, some of the reasons are:

- In order to remain connected with the women business community
- Meet new people
- Public relations and marketing

Suggestions:

- They stressed the importance of collective work and staying informed
- The Association should offer a way for communication and exchanging opinions and experiences between members
- The Association should offer tangible assistance to its members.
- One suggested limiting membership to professional women
- Holding annual activities
- Increasing the staff and services.
- It is important to have regular meetings.
- Distributing a list with the names of the members and their businesses.
- Membership fees could be used to employ people who would conduct studies and track all events related to their work.
- The Association could offer an annual prize to one project.
- The Association could arrange to receive invitations to exhibitions abroad.
- Employ more staff and wider the services provided to members

New services:

- Establish a web site that has all information about the Association and members
- Establishing a trade center, which will follow related work and the projects of Jordanian women.
- Holding an annual conference.
- The Association should help open local and international markets, offer pension schemes for those interested, and offer legal advice.
- Establish a business committee that would help them stay in contact and discuss related issues, especially financial sustainability.
- Making visits to learn about each other's businesses and experiences
- Holding exhibitions to display the production of women

Conclusions and Recommendations

A summary of the main findings of the study are as follows:

- 38% of women participated in the following activities conducted by BPW-Amman: training workshops, seminars and meetings. Very few mentioned that they benefited from services other than these.
- The services that the respondents expect to receive in order of priority are as follows: Networking opportunities between business and professional women (40%); access to useful information and knowledge in addition to training on up-to-date issues (40%); a database of all members of Association, that is easy accessible to all members (18%); legal counseling and support (12%); ability to share in developing women's role in business and professional sector (6%); and programs aimed to increase participants' awareness of their role in the Association, Business, and profession (6%).
- It is highly recommended to provide new members with orientation training that includes: background information about the Association, mission and objectives, policies, future plans, expected roles and responsibilities of a member, and background about Jordan's economy in general.
- It is also highly recommended to develop a multiple-choice questionnaire that is easy to use, and can be used on regular basis to evaluate the work of the Association.

Before taking into consideration the needs of the members as indicated in the results of the study and revising its strategy and program of work accordingly, the Association should consider whom the membership is comprised of. The fact that a significant percentage of respondents indicated that they became members primarily for social reasons and to perform voluntary work, is indicative of the fact that the Association may be targeting the wrong market. The Association is at risk of stretching itself too thin, by trying to fulfill the needs and expectations of all members, which vary significantly. The role of a business and professional women's association is not to be a social club, rather to advocate for and enhance the skills of business and professional women. Therefore the association should place more of an emphasis on the non-social suggestions made by the business and professional women members.

The association must also keep in mind that the programs and services provided to members must contribute to the Association's sustainability. Nineteen members mentioned that, "they should not pay for services the Association provides because they should deduct it from membership fees", however, it is not feasible to offer these services for free due to the fact that the membership dues are very low and would not cover the cost of the services. The Association should take advantage of the fact that the majority, 51% are willing to pay for training and new services.

The results of this study, while taking into consideration the aforementioned recommendations, provides the necessary information on which to guide the reorganization and modification of the current strategic and work plan, in accordance with the identified needs of the members.

Attachment (A)

Quantitative Questionnaire

Introduction

Please individually fill into this questionnaire with your opinion, so BPWA can develop its' services accordingly.

1. Profession: _____
2. What is your business sector _____
3. Do you have your own business - Yes - No
If yes please specify _____
4. How long have you been a member of the Business and Professional Women Association (BPWA)? _____
5. Why did you join the BPWA?
6. What services do you expect to receive being a member of BPWA?
7. What are the services you are currently benefiting from?
8. Do you think BPWA should provide new services: - Yes - No
If yes please specify _____
9. Please list the reasons if you are satisfied or not satisfied by the services BPWR provide:
10. If BPWA will offer new services, do you think you should pay for the new services?
- Yes - No
11. In your opinion, what is the role BPWR can play? ?
12. If no, please explain why?
13. Please suggest how BPWA can develop its' services?
14. In your opinion, what is the role BPWR can play? ? _____

Thank You

Attachments (B)

Interview and Focus Group Guidelines	
The following questions were asked:	
•	If you were the Director of the Association, what three roles would you perform to improve its work?
•	Why do you believe women like to join the Association?
•	Why do you think some members do not pay their annual membership fees?
•	What services are unavailable at the Association and you would like to get? Or what are the services that you get from other places because the Association does not provide them?
•	What are the reasons for satisfaction or dissatisfaction with the services the Association offers?
•	How can the Association develop its services?

Attachment (C)**List of BPWA Amman Members
Interviewed**

#	Name	Role in BPWA
1.	Ms. Shireen Al Naser	Executive Director
2.	Ms. Malak Mahadien	Board Member
3.	Ms. Rawda Abu Taha	Board Member
4.	Ms. Sana' Al Fahoum	Board Member
5.	Ms. Lina Hindeileh	Member
6.	Ms. Muneera Shabaan	Member
7.	Ms. Amal Daghlas	Member
8.	Ms. Zahia Subhi Al Sayyeda Hijazi	Member
9.	Ms. Nada Sabbag	Member

Attachment (D)**List of BPWA Amman Members
Participated in Focus Group**

#	Name	Role in BPWA
1.	Ms. Floreit Manneh	Member
2.	Ms. Sana' Al Imam	Member
3.	Ms. May Khoury	Member
4.	Ms. Ilham Al Ziyadat	Member

Attachment (E)**Interview with Executive Director****Shireen Al Naser**

Another questionnaire could be issued to members at the Dead Sea. She also said that each businesses category had different needs.

She said that there were 333 registered members in 2001, 280 of which were officially registered and 200 of which had paid their membership fees and were active members. Some members pay their membership fees only a day before the elections.

Lots of new services will be provided to members in the near future, like:

- E-mail address for each and every member
- Business directory
- Web-site
- Develop a library that all members can easily access
- There will be an activity called “Review of the month”, where one member will be interviewed and her experiences will be distributed to all members.

Attachment (F)**Interviews with BPWA Members**

Below are the results of interviews held with some of the members:

Rawda Abu Taha, design and consultation, board member

She thought the questionnaire was ordinary. The questions could have been more comprehensive, targeting different levels of people. She suggested reviewing question number 6.

New services can be provided to members like:

- Feasibility study
- Effective negotiation
- Marketing
- Management
- Networking
- Communication in business

Zahia Subhi Al Sayyeda Hijazi, biologist and owner of a health center, member

She feels Amir Program should involve more people. It is more concerned with individual creativity. She stressed the importance of incorporating new ideas.

She thought the questionnaire could include more questions of detailed nature. She also suggested introducing Amir program before issuing the questionnaire.

Amal Daghlas, freelance architect and interior designer, member

She said that women can be supported through practical training. She complained about the incompetence of the existing staff, and about the lack of follow up after workshops. She commented that some members lacked commitment and consistency. She pointed out the importance of networking.

Sana' Al Fahoum, intellectual property rights, board member

She thought there were some distractions (timing during breakfast, noise). She preferred if the questionnaire was sent earlier by fax so the members would have more time to think about their answers. She suggested presenting the results of the questionnaire to the shareholders. She also mentioned an old questionnaire that can be reviewed.

She said there were different reasons for joining the Association, like attending lectures on women issues and business. The members were not aware of the services offered and new services should be introduced -- especially money-generating ones.

She suggested developing the business center that offers computer services, translation, fax, feasibility studies, that it can be used by non-members of both sexes. She also suggested starting a recruitment center. She commented on the training offered saying that the accounting seminars were repeated several times and did not interest her.

She believes that the Association should support certain women who wish to run for the elections. It should also educate women about their role in the elections.

Muneera Shabaan, nurse and midwife, member

She stressed the importance of issuing a questionnaire on regular basis to evaluate the work of the Association. She felt some questions were similar and that the objective of the questionnaire was not clear.

She said she liked to know the Association news. She also stated that the Association could benefit from the experiences of its members and said she was willing to give training seminars in nursing. She believed that the services offered should aim to educate women in all areas, especially in starting a business, conducting a feasibility study, legal rights, and the elections.

Lina Hindeileh, member

She said that a multiple choice questionnaire would have been easier to fill out. She felt the training offered was either intermediate or simple. She believes the Association should have a stronger presence and diversity in its activities. The Association could introduce similar success stories from women societies in Syria and Lebanon and gain experience from key speakers. It should also form a lobby for women especially with the government.

She suggested putting a strategic plan outlining the Association's objectives and priorities.

Malak Mahadien, Public Relations Manager, board member

She thought the questionnaire was comprehensive and clear, but felt that the time was insufficient. She also said a bigger writing type would have been easier to read and suggested adding space for the name.

She commented that they did not benefit from any of the services offered. Each member requests services that suit her business, which entails holding training in various areas (computer, sewing, family matters, law, etc.). She said the fees should be nominal.

Nada Sabbag, Office Manager

She said that she first learned about the Association from a friend. She joined to attend a computer training course and attend meetings. She expected the Association to have a health club the members could subscribe to for a monthly fee. This could help them stay in contact and share experiences. She also suggested having a cafeteria and lectures to young women about marriage, health, etc. She also said the fees should be reduced from JD 250 to JD 125.

Attachment (G)**Focus Group with Members**

Date 05/08/2002
Time 16:30 – 18:40
Topic Focus group discussion
Facilitator Ramez S. Habash
Attendance Four BPWA members

Objective To learn more about the real needs of BPWA members.

#	Name	Role in BPWA
1.	Ms. Floreit Manneh	Member
2.	Ms. Sana' Al Imam	Member
3.	Ms. May Khoury	Member
4.	Ms. Ilham Al Ziyadat	Member

Summary of Findings

On the question of why women like to join the Association, Ms Khoury, from Badr Al Duja for Handicrafts, stated that it was to remain connected with the women business community, to meet new people, and for public relations and marketing. She suggested limiting membership to professional women.

Ms Ziyadat, the manager of Bloom for Dead Sea Products, stressed the importance of collective work and staying informed. She suggested holding exhibitions to display the production of women. She also suggested holding annual activities, and increasing the staff and services.

Ms Al Imam, who established an office that provides research and publication services, stressed the importance of communication and exchanging opinions and experiences. She said she did not seek business support from the Association, but that the Association should offer tangible assistance to its members. She suggested making visits to learn about each other's businesses and experiences. She said that they did not a social but a business committee that would help them stay in contact and discuss related issues, especially financial sustainability.

Ms Manneh, owner of Manneh Industrial Group that produces metal products, said that she was nominated by some friends to become a member. She expected a more business-oriented Association and exchanging experiences. She added that the Association's mission had changed over the past two years. She also stressed the importance of coordination, networking, and regular meetings. She believed the Association should help open local and international markets, offer pension schemes for those interested, and offer legal advice.

Ms Manneh suggested holding an annual conference, and distributing a list with the names of the members and their businesses. She also said that the membership fees could be used to employ people who would conduct studies and track all events related to their work. She also suggested establishing a trade center that will follow related work and the projects of Jordanian women. She added that the Association could offer an annual prize to one project, and could arrange to receive invitations to exhibitions abroad.